

Running a pub

A guide to costs for tied tenants and lessees



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Introduction

Business plans, and the negotiations over leases and tenancies in the UK pub trade should be as well-informed as possible. This guide provides the latest data for tenants and lessees on typical operating costs in the UK pub industry.

This report represents the best available 2025 data from BBPA member companies on the costs of running a tied pub in the tenanted and leased sector. It is a vital reference tool for anyone running a tied pub or thinking of doing so.

The guide shows both the average and the range of costs in running a pub over a variety of pub models based on turnover and business types, including food and wet-led models.

The report takes account of the significant variations that exist in the cost base - even within those pubs that are broadly in the same category. Such costs are based on the size and location of the pub, the age and state of repair, the operating style and the experience of those in charge. Costs will also vary depending on tenure type (for example repair and insurance obligations).

As well as providing average costs, the guide also includes the minimum and maximum typical costs providing a range of scenarios across different types of business.

However, we would point out that as input data and sources change each year, the information should not be used to determine trends from year to year. The data should also be used in conjunction with sources such as the UK Hospitality benchmarking report¹ and other pub trade data.

¹ See UK Hospitality's 2022 benchmarking report: [UKHospitality - Benchmarking Report 2022](#)

Background and explanatory notes

The BBPA guide has been compiled from data supplied by BBPA members in relation to short term tenancies (usually 3-5 years) and longer-term leases (the latter tend to be fully repairing and insuring). 70% of the pubs sampled in the 2026 report were tenancies and 30% were leases, with this percentage of tenancies higher for the smaller turnover models and lower for the largest turnover models as would be expected.

The tables represent a composite of profit & loss accounts presented to tenants and leaseholders by companies based on their experience across their entire estate, or a representative sample of their estate, and individual pub accounts that have been made available to their pub companies. The P&L data provided to tenants/lessees will largely reflect the position ahead of any negotiation. Across the ten models, data in relation to just over 4,800 pubs was provided.

The information is supplied in summary form across ten different pub models. Whilst not inclusive of all business models, they are representative of the vast majority of pubs run as either tenancies or leases. The sample base for each model was a minimum of 100 pubs with the maximum being 1,060.

Weekly costs are shown on the basis that the pub business is directly operated by the tenant or leaseholder and that their income is derived from the profit remaining after operating expenses and rent payable is deducted.

The examples and figures supplied in the survey give an indication of the weekly costs that are likely to be incurred in the types of pub businesses described in this guide.

Where these figures are to be used in preparing business plans, or for other purposes, it should be borne in mind that **all pubs are unique, and that the actual costs incurred will be dependent on the different aims and styles of the business according to the location, the market and the skills of the tenant/lessee.**

Costs do vary across the country and the size of the business, as well as its focus, which will have a significant impact on costs. Particular attention should be paid to Repairs and Renewals as obligations can vary quite considerably depending on the terms of the Agreement, including within standard tenancies. For further information on taking on a pub, please refer to the links section at the end of this guidance.

Wages and salaries: As the costs in this report relate primarily to 2025, **they will not reflect the impact of the above inflationary increases to the National Minimum Wage and National Living Wage that were effective from April 2026.** With wages & salaries being the largest cost line, the 2026 increase will further impact a pub's overall cost and operating margins.

Pub models

Ten pub models are illustrated in the report:

Small community local (c100% drink) turnover c£5,000/week

Community wet-led (c90:10, drink:food) turnover c£6,000/week

Community wet-led (c90:10, drink:food) turnover c£9,000/week

Community wet-led (c90:10, drink:food) turnover c£15,000/week

Rural character (c50:50, drink:food) turnover c£7,000/week

Rural character (c50:50, drink:food) turnover c£10,000/week

Town centre pub/bar (c70:30, drink:food) turnover c£12,000/week

Town/country food-led (c30:70, drink:food) turnover c£11,000/week

Town/country food-led (c30:70, drink:food) turnover c£16,000/week

Town/country food-led (c30:70, drink:food) turnover c£21,000/week

Please note the turnover and drink:food split for each model are general guidelines to give an indication of the focus of each business, and may not exactly relate to each data set presented.

Although data was collected under the same turnover models as for all previous reports, due to years of inflation, it was found that weekly turnover was approximately 1k higher for most models across the board. Models have been renamed to reflect this fact.

Annex A shows an example of how a licensee may wish to set out an accommodation-focused pub profit and loss account.

Excluded costs

Some costs (and income streams) have not been included in the guide:

MANAGERS' SALARIES: Individual tenanted and leased pubs (the focus of this survey) do not employ full-time managers and therefore such costs are not included. All other staff costs are included in the survey. Staff costs for food-led pubs are greater, given the need for specialist expertise and the greater labour input required in running a food-led operation.

AMUSEMENT MACHINES: Neither the income nor the costs from amusement machines (Category C/fruit machine, Skill with Prize, pool tables etc.) have been included in the main operating cost analysis but are shown below the divisible balance. Please note the average will reflect that different operating models have varying amounts of machines. Although we ask for gaming machine income as part of this report, it will include pubs with no machines, so will not accurately reflect the takings for any given pub within the model if it has machines. Data from a separate annual survey carried out by the BBPA suggests that the average weekly *house takings* in 2025 for a leased/tenanted pub with machines was £464. The average weekly balance *per analogue machine* was £85 and *per digital machine* was £328. There has been a significant shift in recent years to digital machines from analogue.

Operating costs per pub model

The main body of the report has been arranged by the average reported operating costs for each pub category. As previously highlighted, costs exclude managers' salaries.

Summary tables

At the end of the report, summary tables have been arranged by the **minimum and maximum reported total operating cost for each pub model** (as well as the weighted average). This specific pub model is then divided into individual cost lines based on the averages for that particular pub company. For some cost lines these of course may be zero in some instances (e.g. Pay-TV, Live Music). As previously highlighted, costs exclude managers' salaries in all models.

Value Added Tax

It is important to note that all figures are quoted exclusive of VAT and any profit related tax such as Corporation Tax.

Divisible balance

Divisible balance is the profit made before rent is deducted. It provides an indication of what rent might be asked for by the pub operating company. RICS guidance states that rents can be in the range of 35%-65% of divisible balance. However, many pub rent settlements are more typically in the range of 45%-55% of the divisible balance. All rents can be subject to negotiation by both parties.

The divisible balance is also dependent on the margins achieved on the selling price of drinks and food passing through the business. This can be higher or lower, depending on the arrangements offered by the pub operating company, the location and style of the business and the expertise of the tenant/licensee in obtaining the best return.

Interest on Capital

This is the interest payable on the tenant's invested capital and not the capital itself. This may include, for example, interest on consumables, purchase of the inventory, stock and working capital.

Small community local

c. £5k turnover per week (100% wet)

All figures are weighted averages exclusive of VAT

	£
Total drinks sales	4,922
Total food sales	192
Total sales	5,114

Cost of drinks	2,229
Cost of food	70
Total cost	2,299

Gross profit	2,815	55.0%	Gross profit margin
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% cost to turnover

Wages & salaries	1,015	19.8%
Rates	53	1.0%
Utilities	284	5.6%
Repairs & renewals	130	2.5%
Insurance	59	1.2%
Marketing/Promotion/Telephone	90	1.8%
Consumables	40	0.8%
Waste Disposal/Cleaning/Hygiene	84	1.6%
Professional fees	70	1.4%
Bank charges	51	1.0%
Equipment hire etc	14	0.3%
Interest on capital	22	0.4%
Pay TV (Sky, BT Sport etc.)	129	2.5%
Live music	75	1.5%
Other costs	41	0.8%

Total operating costs	2,156	42.2%
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Divisible balance	659	12.9%
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Gaming machine income	82
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See page 6 for details on excluded costs

Community wet-led

c£6,000 turnover per week (90:10 drink/food)

All figures are weighted averages exclusive of VAT

£

Total drinks sales	5,405
Total food sales	757
Total sales	6,162

Cost of drinks	2,433
Cost of food	213
Total cost	2,646

Gross profit	3,517
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57.1%

Gross profit margin

% cost to turnover

Wages & salaries	1,330	21.6%
Rates	60	1.0%
Utilities	335	5.4%
Repairs & renewals	151	2.5%
Insurance	73	1.2%
Marketing/Promotion/Telephone	107	1.7%
Consumables	45	0.7%
Waste Disposal/Cleaning/Hygiene	89	1.4%
Professional fees	73	1.2%
Bank charges	53	0.9%
Equipment hire etc	8	0.1%
Interest on capital	30	0.5%
Pay TV (Sky, BT Sport etc.)	156	2.5%
Live music	62	1.0%
Other costs	49	0.8%

Total operating costs	2,620	42.5%
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Divisible balance	897	14.6%
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Gaming machine income	85
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See page 6 for details on excluded costs

Community wet-led

c£9,000 turnover per week (90:10 drink/food)

All figures are weighted averages exclusive of VAT

£

Total drinks sales	7,405
Total food sales	1,387
Total sales	8,792

Cost of drinks	3,335
Cost of food	411
Total cost	3,746

Gross profit	5,046
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57.4%

Gross profit margin

% cost to turnover

Wages & salaries	2,098	23.9%
Rates	139	1.6%
Utilities	440	5.0%
Repairs & renewals	182	2.1%
Insurance	80	0.9%
Marketing/Promotion/Telephone	143	1.6%
Consumables	53	0.6%
Waste Disposal/Cleaning/Hygiene	103	1.2%
Professional fees	88	1.0%
Bank charges	74	0.8%
Equipment hire etc	10	0.1%
Interest on capital	41	0.5%
Pay TV (Sky, BT Sport etc.)	215	2.4%
Live music	74	0.8%
Other costs	53	0.6%

Total operating costs	3,794	43.2%
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Divisible balance	1,252	14.2%
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Gaming machine income	101
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See page 6 for details on excluded costs

Community wet-led

c£15,000 turnover per week (90:10 drink/food)

All figures are weighted averages exclusive of VAT

£

Total drinks sales	12,600
Total food sales	2,830
Total sales	15,430

Cost of drinks	5,488
Cost of food	973
Total cost	6,461

Gross profit	8,969
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58.1%

Gross profit margin

% cost to turnover

Wages & salaries	4,106	26.6%
Rates	368	2.4%
Utilities	696	4.5%
Repairs & renewals	248	1.6%
Insurance	96	0.6%
Marketing/Promotion/Telephone	207	1.3%
Consumables	93	0.6%
Waste Disposal/Cleaning/Hygiene	119	0.8%
Professional fees	113	0.7%
Bank charges	123	0.8%
Equipment hire etc	22	0.1%
Interest on capital	62	0.4%
Pay TV (Sky, BT Sport etc.)	276	1.8%
Live music	176	1.1%
Other costs	116	0.8%

Total operating costs	6,820	44.2%
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Divisible balance	2,148	13.9%
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Gaming machine income	134
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See page 6 for details on excluded costs

Rural character

c£7,000 turnover per week (50:50 drink/food)

All figures are weighted averages exclusive of VAT

£

Total drinks sales	3,991
Total food sales	2,670
Total sales	6,661

Cost of drinks	1,836
Cost of food	883
Total cost	2,718

Gross profit	3,942
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59.2%

Gross profit margin

% cost to turnover

Wages & salaries	1,797	27.0%
Rates	63	0.9%
Utilities	402	6.0%
Repairs & renewals	172	2.6%
Insurance	66	1.0%
Marketing/Promotion/Telephone	100	1.5%
Consumables	56	0.8%
Waste Disposal/Cleaning/Hygiene	92	1.4%
Professional fees	71	1.1%
Bank charges	69	1.0%
Equipment hire etc	21	0.3%
Interest on capital	25	0.4%
Pay TV (Sky, BT Sport etc.)	23	0.3%
Live music	63	0.9%
Other costs	46	0.7%

Total operating costs	3,066	46.0%
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Divisible balance	876	13.2%
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Gaming machine income	10
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See page 6 for details on excluded costs

Rural character

c£10,000 turnover per week (50:50 drink/food)

All figures are weighted averages exclusive of VAT

£

Total drinks sales	5,522
Total food sales	4,544
Total sales	10,066

Cost of drinks	2,460
Cost of food	1,322
Total cost	3,782

Gross profit	6,284
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62.4%

Gross profit margin

% cost to turnover

Wages & salaries	3,002	29.8%
Rates	159	1.6%
Utilities	544	5.4%
Repairs & renewals	213	2.1%
Insurance	82	0.8%
Marketing/Promotion/Telephone	170	1.7%
Consumables	71	0.7%
Waste Disposal/Cleaning/Hygiene	123	1.2%
Professional fees	95	0.9%
Bank charges	88	0.9%
Equipment hire etc	13	0.1%
Interest on capital	50	0.5%
Pay TV (Sky, BT Sport etc.)	54	0.5%
Live music	32	0.3%
Other costs	49	0.5%

Total operating costs	4,746	47.1%
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Divisible balance	1,538	15.3%
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Gaming machine income	29
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See page 6 for details on excluded costs

Town centre pub/bar

c£12,000 turnover per week (70:30 drink/food)

All figures are weighted averages exclusive of VAT

£

Total drinks sales	8,819
Total food sales	3,315
Total sales	12,134

Cost of drinks	3,689
Cost of food	1,021
Total cost	4,710

Gross profit	7,424
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61.2%

Gross profit margin

% cost to turnover

Wages & salaries	3,416	28.2%
Rates	321	2.6%
Utilities	604	5.0%
Repairs & renewals	209	1.7%
Insurance	86	0.7%
Marketing/Promotion/Telephone	195	1.6%
Consumables	77	0.6%
Waste Disposal/Cleaning/Hygiene	113	0.9%
Professional fees	111	0.9%
Bank charges	103	0.8%
Equipment hire etc	17	0.1%
Interest on capital	61	0.5%
Pay TV (Sky, BT Sport etc.)	152	1.3%
Live music	61	0.5%
Other costs	168	1.4%

Total operating costs	5,693	46.9%
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Divisible balance	1,730	14.3%
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Gaming machine income	66
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See page 6 for details on excluded costs

Town/country food-led

c£11,000 turnover per week (30:70 drink/food)

All figures are weighted averages exclusive of VAT

£

Total drinks sales	5,492
Total food sales	5,826
Total sales	11,317

Cost of drinks	2,314
Cost of food	1,585
Total cost	3,899

Gross profit	7,419
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65.6%

Gross profit margin

% cost to turnover

Wages & salaries	3,313	29.3%
Rates	212	1.9%
Utilities	641	5.7%
Repairs & renewals	219	1.9%
Insurance	86	0.8%
Marketing/Promotion/Telephone	145	1.3%
Consumables	78	0.7%
Waste Disposal/Cleaning/Hygiene	125	1.1%
Professional fees	99	0.9%
Bank charges	94	0.8%
Equipment hire etc	19	0.2%
Interest on capital	53	0.5%
Pay TV (Sky, BT Sport etc.)	82	0.7%
Live music	41	0.4%
Other costs	69	0.6%

Total operating costs	5,274	46.6%
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Divisible balance	2,144	18.9%
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Gaming machine income	29
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See page 6 for details on excluded costs

Town/country food-led

c£16,000 turnover per week (30:70 drink/food)

All figures are weighted averages exclusive of VAT

£

Total drinks sales	7,032
Total food sales	8,696
Total sales	15,727

Cost of drinks	2,848
Cost of food	2,444
Total cost	5,292

Gross profit	10,436
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66.4%

Gross profit margin

% cost to turnover

Wages & salaries	4,876	31.0%
Rates	381	2.4%
Utilities	846	5.4%
Repairs & renewals	257	1.6%
Insurance	95	0.6%
Marketing/Promotion/Telephone	154	1.0%
Consumables	100	0.6%
Waste Disposal/Cleaning/Hygiene	133	0.8%
Professional fees	116	0.7%
Bank charges	127	0.8%
Equipment hire etc	31	0.2%
Interest on capital	70	0.4%
Pay TV (Sky, BT Sport etc.)	81	0.5%
Live music	57	0.4%
Other costs	110	0.7%

Total operating costs	7,435	47.3%
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Divisible balance	3,001	19.1%
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Gaming machine income	36
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See page 6 for details on excluded costs

Town/country food-led

c£21,000 turnover per week (30:70 drink/food)

All figures are weighted averages exclusive of VAT

£

Total drinks sales	8,804
Total food sales	12,466
Total sales	21,270

Cost of drinks	3,609
Cost of food	3,996
Total cost	7,605

Gross profit	13,665
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64.2%

Gross profit margin

% cost to turnover

Wages & salaries	6,861	32.3%
Rates	502	2.4%
Utilities	1,069	5.0%
Repairs & renewals	315	1.5%
Insurance	98	0.5%
Marketing/Promotion/Telephone	173	0.8%
Consumables	167	0.8%
Waste Disposal/Cleaning/Hygiene	191	0.9%
Professional fees	139	0.7%
Bank charges	186	0.9%
Equipment hire etc	55	0.3%
Interest on capital	73	0.3%
Pay TV (Sky, BT Sport etc.)	52	0.2%
Live music	64	0.3%
Other costs	97	0.5%

Total operating costs	10,041	47.2%
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Divisible balance	3,624	17.0%
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Gaming machine income	13
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See page 6 for details on excluded costs

Summary table² (£ costs)

All figures relate to the sales and costs for the pub model with the minimum and maximum reported total operating cost, exclusive of VAT

	COMMUNITY WET-LED (c100% drink) c£5,000/week		COMMUNITY WET-LED (c90:10, drink:food) c£6,000/week		COMMUNITY WET-LED (c90:10, drink:food) c£9,000/week	
	Min OC	Max OC	Min OC	Max OC	Min OC	Max OC
All figures below ex. VAT						
Total Drinks Sales	4,048	4,308	4,650	5,665	7,090	8,715
Total Food Sales	131	723	550	730	268	1,086
Total Sales	4,179	5,031	5,200	6,395	7,357	9,801
Cost of drinks	1,724	1,679	2,350	2,651	2,826	3,811
Cost of food	53	276	220	197	902	403
Total Cost	1,777	1,955	2,570	2,848	3,728	4,214
Gross Profit	2,402	3,076	2,630	3,546	3,629	5,587
Wages & Salaries	762	1,288	950	1,502	1,632	2,254
Rates	9	79	-	47	196	199
Utilities (see note on page 4)	272	361	505	301	358	539
Repairs & Renewals	114	131	71	181	117	176
Insurance	55	85	52	84	62	87
Marketing/Promotion/Telephone	52	42	45	151	56	134
Consumables	24	32	74	48	16	61
Waste Disposal/Cleaning/Hygiene	47	77	45	117	61	101
Professional fees	71	90	75	68	107	96
Bank charges	42	46	25	54	71	83
Equipment Hire etc	10	19	25	-	16	13
Interest on capital	28	37	-	28	47	59
Pay TV (Sky, BT Sport etc.)	85	55	-	178	201	235
Live Music	117	5	62	-	199	282
Other Costs	44	43	70	38	172	111
Total Operating Costs	1,732	2,389	1,999	2,796	3,312	4,428
Divisible Balance	671	687	631	750	317	1,158
Gaming machine income	103	64	-	86	134	64

² The figures in the tables shown above and below are a snapshot of actual individual pub running costs, **not** a minimum/maximum of the lowest/highest individual cost elements from across all pubs surveyed.

	COMMUNITY WET-LED LOCAL (c90:10, drink:food) c£15,000/week		RURAL CHARACTER (c50:50, drink:food) c£7,000/week		RURAL CHARACTER (c50:50, drink:food) c£10,000/week	
	Min OC	Max OC	Min OC	Max OC	Min OC	Max OC
All figures below ex. VAT						
Total Drinks Sales	13,700	13,577	3,000	4,015	3,632	6,413
Total Food Sales	1,550	1,500	3,000	3,041	3,411	6,858
Total Sales	15,250	15,077	6,000	7,056	7,043	13,271
Cost of drinks	6,850	5,577	1,440	1,412	1,569	2,952
Cost of food	620	555	1,300	1,100	1,237	2,540
Total Cost	7,470	6,132	2,740	2,512	2,807	5,493
Gross Profit	7,780	8,945	3,260	4,544	4,237	7,778
Wages & Salaries	3,450	4,097	1,400	2,140	2,016	4,639
Rates	250	369	-	108	78	340
Utilities (see note on page 4)	550	712	575	471	516	878
Repairs & Renewals	195	229	78	205	62	134
Insurance	80	50	45	97	39	35
Marketing/Promotion/Telephone	175	309	50	70	37	85
Consumables	98	92	58	78	86	183
Waste Disposal/Cleaning/Hygiene	87	253	40	94	66	133
Professional fees	85	123	60	75	72	114
Bank charges	75	135	43	65	71	171
Equipment Hire etc	89	29	44	41	30	32
Interest on capital	-	101	-	47	29	13
Pay TV (Sky, BT Sport etc.)	175	443	-	17	18	1
Live Music	125	692	50	43	62	103
Other Costs	200	132	75	52	86	16
Total Operating Costs	5,634	7,766	2,518	3,604	3,266	6,878
Divisible Balance	2,146	1,179	742	940	970	899
Gaming machine income	-	-	-	7	-	-

	TOWN CENTRE PUB/BAR (c70:30, drink:food) c£12,000/week		TOWN/COUNTRY FOOD LED PUB (c30:70, drink:food) c£11,000/week		TOWN/COUNTRY FOOD LED PUB (c30:70, drink:food) c£16,000/week	
	Min OC	Max OC	Min OC	Max OC	Min OC	Max OC
All figures below ex. VAT						
Total Drinks Sales	5,564	9,778	3,089	4,868	3,889	6,968
Total Food Sales	2,647	3,393	6,450	7,538	8,500	11,506
Total Sales	8,211	13,171	9,539	12,406	12,389	18,474
Cost of drinks	2,386	4,471	1,291	2,188	1,835	2,440
Cost of food	977	1,276	2,453	2,733	3,400	2,223
Total Cost	3,363	5,747	3,744	4,921	5,235	4,663
Gross Profit	4,849	7,424	5,795	7,484	7,155	13,811
Wages & Salaries	2,221	4,143	3,071	4,021	3,875	6,563
Rates	109	450	125	301	305	502
Utilities (see note on page 4)	541	777	651	862	899	807
Repairs & Renewals	166	152	172	90	172	223
Insurance	83	48	60	53	106	90
Marketing/Promotion/Telephone	119	47	145	146	100	250
Consumables	56	124	74	89	27	74
Waste Disposal/Cleaning/Hygiene	118	146	157	168	100	186
Professional fees	92	118	103	117	113	148
Bank charges	83	163	96	182	115	147
Equipment Hire etc	11	37	9	32	19	59
Interest on capital	61	6	66	-	79	117
Pay TV (Sky, BT Sport etc.)	42	78	-	-	-	-
Live Music	95	224	47	35	35	-
Other Costs	119	18	116	29	96	505
Total Operating Costs	3,916	6,531	4,891	6,124	6,041	9,670
Divisible Balance	933	893	903	1,360	1,114	4,141
Gaming machine income	-	-	-	-	-	-

	TOWN/COUNTRY FOOD LED PUB (c30:70, drink:food) c£21,000/week	
	Min OC	Max OC
All figures below ex. VAT		
Total Drinks Sales	6,000	9,399
Total Food Sales	14,000	11,453
Total Sales	20,000	20,852
Cost of drinks	2,700	3,938
Cost of food	4,900	3,940
Total Cost	7,600	7,878
Gross Profit	12,400	12,974
Wages & Salaries	6,000	8,638
Rates	475	342
Utilities (see note on page 4)	825	1,280
Repairs & Renewals	160	320
Insurance	90	99
Marketing/Promotion/Telephone	115	108
Consumables	100	226
Waste Disposal/Cleaning/Hygiene	95	289
Professional fees	95	89
Bank charges	95	246
Equipment Hire etc	60	147
Interest on capital	-	29
Pay TV (Sky, BT Sport etc.)	-	42
Live Music	70	148
Other Costs	225	226
Total Operating Costs	8,405	12,229
Divisible Balance	3,995	745
Gaming machine income	-	-

Summary table³ (% costs)

All figures relate to costs as a percentage of sales for the pub model with the minimum and maximum reported total operating cost, exclusive of VAT.

	COMMUNITY WET-LED (100% wet) c£5,000/week		COMMUNITY WET-LED (c90:10, drink:food) c£6,000/week		COMMUNITY WET-LED (c90:10, drink:food) c£9,000/week	
	Min OC	Max OC	Min OC	Max OC	Min OC	Max OC
Wages & Salaries	18.2%	25.6%	18.3%	23.5%	22.2%	23.0%
Rates	0.2%	1.6%	0.0%	0.7%	2.7%	2.0%
Utilities (see note on page 4)	6.5%	7.2%	9.7%	4.7%	4.9%	5.5%
Repairs & Renewals	2.7%	2.6%	1.4%	2.8%	1.6%	1.8%
Insurance	1.3%	1.7%	1.0%	1.3%	0.8%	0.9%
Marketing/Promotion/Telephone	1.2%	0.8%	0.9%	2.4%	0.8%	1.4%
Consumables	0.6%	0.6%	1.4%	0.8%	0.2%	0.6%
Waste Disposal/Cleaning/Hygiene	1.1%	1.5%	0.9%	1.8%	0.8%	1.0%
Professional fees	1.7%	1.8%	1.4%	1.1%	1.5%	1.0%
Bank charges	1.0%	0.9%	0.5%	0.9%	1.0%	0.8%
Equipment Hire etc	0.2%	0.4%	0.5%	0.0%	0.2%	0.1%
Interest on capital	0.7%	0.7%	0.0%	0.4%	0.6%	0.6%
Pay TV (Sky, BT Sport etc.)	2.0%	1.1%	0.0%	2.8%	2.7%	2.4%
Live Music	2.8%	0.1%	1.2%	0.0%	2.7%	2.9%
Other Costs	1.1%	0.8%	1.3%	0.6%	2.3%	1.1%
Total Operating Costs	41.4%	47.5%	38.4%	43.7%	45.0%	45.2%

³ Ibid.

		COMMUNITY WET-LED LOCAL (c90:10, drink:food) c£15,000/week		RURAL CHARACTER (c50:50, drink:food) c£7,000/week		RURAL CHARACTER (c50:50, drink:food) c£10,000/week	
		Min OC	Max OC	Min OC	Max OC	Min OC	Max OC
Wages & Salaries		22.6%	27.2%	23.3%	30.3%	28.6%	35.0%
Rates		1.6%	2.5%	0.0%	1.5%	1.1%	2.6%
Utilities (see note on page 4)		3.6%	4.7%	9.6%	6.7%	7.3%	6.6%
Repairs & Renewals		1.3%	1.5%	1.3%	2.9%	0.9%	1.0%
Insurance		0.5%	0.3%	0.8%	1.4%	0.6%	0.3%
Marketing/Promotion/Telephone		1.1%	2.0%	0.8%	1.0%	0.5%	0.6%
Consumables		0.6%	0.6%	1.0%	1.1%	1.2%	1.4%
Waste Disposal/Cleaning/Hygiene		0.6%	1.7%	0.7%	1.3%	0.9%	1.0%
Professional fees		0.6%	0.8%	1.0%	1.1%	1.0%	0.9%
Bank charges		0.5%	0.9%	0.7%	0.9%	1.0%	1.3%
Equipment Hire etc		0.6%	0.2%	0.7%	0.6%	0.4%	0.2%
Interest on capital		0.0%	0.7%	0.0%	0.7%	0.4%	0.1%
Pay TV (Sky, BT Sport etc.)		1.1%	2.9%	0.0%	0.2%	0.2%	0.0%
Live Music		0.8%	4.6%	0.8%	0.6%	0.9%	0.8%
Other Costs		1.3%	0.9%	1.3%	0.7%	1.2%	0.1%
Total Operating Costs		36.9%	51.5%	42.0%	51.1%	46.4%	51.8%

		TOWN CENTRE PUB/BAR (c70:30, drink:food) c£12,000/week		TOWN/COUNTRY FOOD LED PUB (c30:70, drink:food) c£11,000/week		TOWN/COUNTRY FOOD LED PUB (c30:70, drink:food) c£16,000/week	
		Min OC	Max OC	Min OC	Max OC	Min OC	Max OC
Wages & Salaries		27.0%	31.5%	32.2%	32.4%	31.3%	35.5%
Rates		1.3%	3.4%	1.3%	2.4%	2.5%	2.7%
Utilities		6.6%	5.9%	6.8%	6.9%	7.3%	4.4%
Repairs & Renewals		2.0%	1.2%	1.8%	0.7%	1.4%	1.2%
Insurance		1.0%	0.4%	0.6%	0.4%	0.9%	0.5%
Marketing/Promotion/Telephone		1.4%	0.4%	1.5%	1.2%	0.8%	1.4%
Consumables		0.7%	0.9%	0.8%	0.7%	0.2%	0.4%
Waste Disposal/Cleaning/Hygiene		1.4%	1.1%	1.6%	1.4%	0.8%	1.0%
Professional fees		1.1%	0.9%	1.1%	0.9%	0.9%	0.8%
Bank charges		1.0%	1.2%	1.0%	1.5%	0.9%	0.8%
Equipment Hire etc		0.1%	0.3%	0.1%	0.3%	0.2%	0.3%
Interest on capital		0.7%	0.0%	0.7%	0.0%	0.6%	0.6%
Pay TV (Sky, BT Sport etc.)		0.5%	0.6%	0.0%	0.0%	0.0%	0.0%
Live Music		1.2%	1.7%	0.5%	0.3%	0.3%	0.0%
Other Costs		1.5%	0.1%	1.2%	0.2%	0.8%	2.7%
Total Operating Costs		47.7%	49.6%	51.3%	49.4%	48.8%	52.3%

TOWN/COUNTRY FOOD LED PUB (c30:70, drink:food) c£21,000/week		
	Min OC	Max OC
Wages & Salaries	30.0%	41.4%
Rates	2.4%	1.6%
Utilities	4.1%	6.1%
Repairs & Renewals	0.8%	1.5%
Insurance	0.5%	0.5%
Marketing/Promotion/Telephone	0.6%	0.5%
Consumables	0.5%	1.1%
Waste Disposal/Cleaning/Hygiene	0.5%	1.4%
Professional fees	0.5%	0.4%
Bank charges	0.5%	1.2%
Equipment Hire etc	0.3%	0.7%
Interest on capital	0.0%	0.1%
Pay TV (Sky, BT Sport etc.)	0.0%	0.2%
Live Music	0.4%	0.7%
Other Costs	1.1%	1.1%
Total Operating Costs	42.0%	58.6%

Annex A

Pub with accommodation Template P&L account

	£	
Total Drinks Sales		
Total Food Sales		
Total Accommodation/Other Income		
Total Sales		
Cost of drinks		
Cost of food		
Cost of Accommodation/Other Income		
Total Cost		
Gross Profit		gross profit margin
	% cost to turnover	
Wages & Salaries		
Rates		
Utilities		
Repairs & Renewals		
Insurance		
Marketing/Promotion/Telephone		
Consumables		
Waste Disposal/Cleaning/Hygiene		
Professional fees		
Bank charges		
Equipment Hire etc		
Interest on capital		
Pay TV (Sky, BT Sport etc.)		
Live Music		
Other Costs		
Total Operating Costs		
Divisible Balance		

Annex B

Useful links

[British Beer & Pub Association \(BBPA\)](#)

[Pub Governing Body - Codes of practice tenanted/leased/Scotland \(voluntary\)](#)

[British Institute of Innkeeping](#)

[UK Hospitality](#)

[Pubs Code Adjudicator](#)

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